

SECRET
EYES ONLY

15 June 1972

MEMORANDUM FOR THE RECORD

SUBJECT: Conference with Andrew Marshall, NSC Staff, This Date

1. My conversation with Andy concerned essentially four topics:

a. How to convey to intelligence producers the dissatisfaction of Mr. Kissinger and the NSC Staff with the present product.

b. A better means of expressing consumer interest in general categories of intelligence than is presently available.

c. Andy's and my reaction to the Bill Hyland proposal.

d. [REDACTED]

2. Andy expressed great concern that he is unable to convey to CIA the depth of Mr. Kissinger's dissatisfaction with the political analyses being disseminated. He does not feel it would be desirable to put this in writing but he considers that his oral comments have not evoked any response and it is his impression that [REDACTED] the CIA liaison officer at the White House, is equally unsuccessful. I suggested that if Mr. Kissinger really is unhappy with the quality of political evaluations, it might be appropriate for him personally to discuss this matter on an informal basis with the DCI.

3. Andy noted in particular that Mr. Kissinger is quite interested in the [REDACTED]

4. Andy used this occasion to return to his criticism of the SS-9 study which was made at his request. He is having another meeting on this with Ed Proctor on 16 June to discuss the worthwhileness of a new study which would attempt to assess the impact which various institutional and decision-making constraints have had on the development of a particular Soviet weapon system. This was Andy's intent in requesting the SS-9 study but he considers the end product did not represent this kind of an approach.

SECRET

EYES ONLY

SECRET

REF ID: A66331

5. Andy reported that Mr. Kissinger still has not signed off on either the DCID 1/2 comments or on Andy's request for authority to draft a statement of NSC intelligence needs. Andy is concerned that the DCID format is not adaptable to accommodating changing trends in the level of U.S. interest in particular subjects. I indicated that the priority assigned to the objectives by country represented a current assessment of what the future trends might be, but that the DCID 1/2 really paid primary attention to the priority which applied to objectives for the upcoming budget year and that annual changes were to be accommodated by revision of the DCID. I also said that discussion of trends which would expand or diminish intelligence interest in particular areas would be covered in the planning guidance which [] is charged with preparing.

25X1A

6. With respect to Bill Hyland's proposal that collectors could list their problem areas and submit these to top level consumers for guidance, I again reiterated to Andy that the contact should be between production organizations and consumers rather than have collectors working with consumers. I told him it was not my intention in the memorandum of 16 May to limit this consumer/producer contact to formal written statements, and I recognized the need for two-way communication and feedback.

7. Andy is still of a mind that the ALPHA element of [] project should be given further consideration as a means of developing a statement of consumer needs for general types of intelligence. I recognized that the DELPHI approach used by [] is a promising one but I expressed concern at the results which were recorded in this year's ALPHA exercise and indicated that if these were actually taken as true indication of U.S. interest in various types of intelligence, a very marked change in the way intelligence operates and the kinds of information on which collection activities focus would seem to be in order in view of the relatively small values given to military intelligence.

25X1A

25X1A

8. Andy raised the subject of the availability of information on the academic background of intelligence analysts and I told him I would inform him as to the kinds of information which have been entered into the computers. I told him it had been our understanding that nothing further was to be done until he asked for it.

25X1A

[]
Chief, PRG/IC

Distribution:

orig - Mr. Tweedy

1 - []

SECRET